

Building for the Next Generation: The Sussex Estate 2025

Estates and Facilities Management (EFM)

"Retaining traditions of the past whilst developing an estate for the future"

The Estate will be improved, respecting its strong architectural heritage, and mindful of the aspirations of future generations. It will be designed, from first principles, to ensure IT and sustainability are integrated at the core to ensure efficiency and enable accessibility. Above all, it will enrich and support the lives of all who live, study, work and visit the University of Sussex.

Success will be defined by the following four success measures

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| 1. Reduce CO2 emissions to 12,500 tonnes per annum by 2025 | 2. Deliver sufficient facilities to accommodate the proposed 22k student population. |
| 3. Generate a student and staff, estates feedback mechanism, to establish a baseline and agree improvement measures. | 4. Successfully deliver new building initiatives and substantive programmes of refurbishment, on time and within budget |

The main aims of the "Building for the Next Generation" Strategy are to:

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| 1. Students first: Place the experience and learning of our students at the heart of our campus. |
| 2. Research with Impact: Ensure the estate and infrastructure enable our researchers to deliver world leading research with impact. |
| 3. A campus for all: Ensure the estate is fully accessible for all our staff, students and local communities. |
| 4. Sustainable Sussex: Place sustainability at the centre of our developments, ensuring the estate contributes positively to the overarching University ambition to become "one of the greenest Universities in the UK". |
| 5. Building on strengths: Utilise our estate to promote the health and wellbeing of all those who work, study, visit and live on campus. |

Gap Analysis:

The Estate plays a significant role in the student experience, establishing and conveying the identity of the University. The Sussex Estate has, at its heart, the unique University Campus set out by Sir Basil Spence.

In implementing the Estates Strategy the Estates and Facilities Management Division will develop and maintain coherent, high quality spaces with a clear and recognisable identity. When people arrive on Campus it will convey a sense of being at Sussex that matches the high quality innovative teaching, learning and research that takes place here.

The core values of kindness, integrity, inclusive, collaboration, courage can all be expressed

through the building design:

- kindness to the environment through sustainable approaches to choice of material and energy consumption;
- maintaining the integrity of the base design of the historic buildings, respecting the past but forward looking;
- collaborating with IT for a “single team” delivery across these Strategies and with Schools, Students and staff to ensure all voices can be heard and needs addressed;
- An inclusive campus will be placed at the heart of design with opportunities to address inequity of access across the piece;
- the Spence design was (and still is) considered to be courageous and avant-garde and reflective of Sussex’s “disruptive” approach. This strategy will continue this tradition and be bold in its approach taking the best of modern approaches to deliver a truly unique environment.

The challenges to this include:

Piecemeal development of the campus has led to a range of variable quality buildings, some of which are mismatched and temporary. Investment in the base building stock has been limited, including within the listed estate, which means that the University now has to address and remediate the consequences. There are a number of newer building across Campus, such as Jubilee, Fulton and East Slope that present a stark contrast to other more established stock, potentially creating a two-tier experience for those who study, live and work here. This inconsistency must be addressed to ensure we can provide a high-quality student experience, and fit for purpose facilities for our staff and students.

Prioritisation of investment will be principally driven by the student experience and the research strategy of the University, taking into account future technologies, advancements in teaching and learning and looking beyond the immediate horizon.

The estate is constrained by its boundary with the national park, giving the University no opportunity to expand beyond its current footprint. This means that all available space must be developed in an efficient, effective and flexible way to ensure the longevity of investment.

Given the boundary constraint, space is at a premium on Campus and there is a strategic imperative to ensure effective and efficient use of all physical space assets ahead of any consideration of new build initiatives. Therefore, in future, where space is identified as under-utilised or utilised for an activity that can be better provided elsewhere, appropriate investment is needed to bring such space back into economic use.

There is currently an absence of an agreed design or space standard for the University. This has led to inefficiencies in managing the estate, and inconsistencies across the schools and divisions in terms of the design and delivery of projects etc. Space and design standards must be in place to inform the design process and improve efficiencies in terms of space utilisation and aligned maintenance services.

Underlying the Estate is the infrastructure foundation which keeps the University operating and safe. While there have been some tactical investments in the supporting infrastructure for major projects or to enhance resilience, there has been no long-term and effectively planned strategies to achieve an agreed end-state goal. Our underlying infrastructure must be robust for the long-term and planned with the future clearly in mind.

The University will review and develop strategies to strengthen its approach to all of its infrastructure provision, putting sustainability and accessibility at the core while minimising disruption. The principle of, “do it right, do it once” will drive the planning process.

The topology of the campus is a unique feature of our campus, while providing character and interest, it presents a significant challenge to achieving a fully accessible campus. The University is looking to resolve the issues where possible, taking best advantage from use of embedded,

intuitive technologies to mitigate residual issues and ensure a seamless experience for all.

The University has challenged itself to be one of the, “greenest universities in the UK”. A Sustainability Committee is in place to guide this ambition and ensure that sustainability considerations – both financial and environmental – run through all that we do.

True sustainability is not an add-on to the Strategy but will be the golden thread running through all the underlying estates related strategies – infrastructure design, where and how we get our heat and power, how we procure our buildings, fixtures and services, how we engage with student and staff to reduce waste (and cost of dealing with waste) and care for the environment. A sustainable approach will improve our efficiency and save us money.

The Estates Roadmap and implementation plan will therefore be led by the following core principles:

1. **Student experience is at the heart of everything we do** – When considering all projects the needs of our students will be prioritised and/or considered when reviewing project requirements and specification
2. **Robust infrastructure** – “Do it right, do it once” – Whether it is power, heat, IT, water, or drainage the University infrastructure needs a holistic design platform and an integrated plan to ensure that disruption is minimised and work is only done once - business resilience, Health and Safety, statutory compliance, flexibility and essential maintenance are all prerequisites for everything that will be done.
3. **Prioritise investment** – The investment in the Estate will be prioritised, to support the strategic objectives of the University, through a combination of opportunity (e.g. West Slope) and greatest impact on Student Experience (e.g. study space and teaching facilities). A programme of continuous improvements will be established.
4. **A sustainable campus** - Sustainability will be a core principle and underpin all projects delivered with the aim of facilitating the aspiration of positioning the University within the top quartile of Higher Education Institutions.
5. **Best Value** – Estates and Facilities Management will strive for high quality and best value for Sussex, in line with specified deliverables for individual project priorities.

The student experience is impacted by the quality of the environment and facilities. The Estate Strategy must cover all aspects of that experience, which includes accommodation, teaching and learning spaces, public realm etc. However, it would be a mistake not to recognise and address the need to provide spaces which promote wellbeing and facilitate good mental health. Sport and exercise, for example, are recognised as being major contributors to improving health and wellbeing, and we should investigate innovative opportunities for such investment.

Within the Roadmap linked to the Estates strategy, master-planning exercises will be carried out, or further developed, to review research and teaching investment opportunities, to meet a capacity shortfall. A review of student accommodation has led to the successful development of the East Slope accommodation and early designs for the West Slope will significantly enhance the landscape quality of the campus by increasing, at its heart, the green core and the removal of surface car parks; expansion in ancillary space for catering, study, retail, student welfare; and @2,000 student bed spaces. Any new provision needs to be balanced with the management of the existing on and off site housing stock.

Improvements to accessibility throughout the estate, and in particular the historic estate, must be a priority if we are to meet our accessibility goals. This must be based in a fully aligned vision and Roadmap for delivery between EFM and ITS. In the current challenging financial environment, it is essential that the Roadmap informs, prioritises and promotes changes which maximise a positive impact on the student experience. It is critical that IT and Estates develop and deliver a collaborative and aligned plan, functioning as a “single team” to ensure that high quality and best

<p>value outcomes and benefits are realised.</p> <p>This Estates Strategy and the supporting Roadmap will cover the period of the Sussex 2025 Strategic Framework. However, the overarching capital and master planning exercises for the Estate will necessarily cover a longer time horizon to ensure continuity, and an achievable even flow of work.</p>		
<p>We will deliver our aims by:</p>		
<p>AIM 1: Students first: Place the experience and learning of our students at the heart of our campus.</p>		
Key actions to be taken to deliver Aim 1	By whom?	By when?
1. Deliver an inspirational and transformative learning environment that transcends the classroom. Comprising a series of projects and programmes, that include new build and refurbished space to ‘flip the teaching space’, and exploit new technologies, to aid the emergent pedagogical approaches outlined within the Learn to Transform and Smart Sussex Strategies. All space will be flexible, adaptable and fully IT enabled.	Pro VC Education & Students	July 2025
2. Develop a plan to create innovative study space including outstanding library and learning facilities. which will include flexible and co-ordinated formal and informal space to offer the greatest possible choice for our students. Delivered via a series of projects and programmes, that include refurbished space and new co-designed spaces. Maximisation of outside campus space to offer complementary places for students to study and learn.	Director for the Student Experience and Director of Library Services	September 2022
3. Develop inclusive sector leading student centre spaces that dismantle borders, create opportunities and meet the changing needs of service users and providers. Such spaces should recognisably be a place of innovation; warmth, creativity and belonging. This includes development and delivery of a state of the Art Student Centre during the 2020/21 academic year.	Director for the Student Experience	November 2021
4. Ensure the University Estate is fit for purpose for a growing campus community. Adopting a flexible multi-purpose approach that enables usage of space throughout the academic year and student lifecycle. Facilitating growth if necessary, or provide additional space for our current campus community.	Director of EFM	September 2020 – September 2024/5
5. Work in partnership with the University of Sussex Students’ Union and other stakeholders to identify the commercial campus and social offer required for our current and future students. This will include the identification of a new site for a USSU bar.	Director of EFM; and Director for the Student Experience;	September 2021/2

AIM 2: Research with Impact: Ensure the estate and infrastructure enable our researchers to deliver world leading research and impact.

Key actions to be taken to deliver Aim 2	By whom?	By when?
<p>1. Develop a coherent partnership strategy with the aim of securing external funding to enhance Sussex's research capability, in particular to support research equipment and research infrastructure i.e. buildings and labs/research space etc. The partnership strategy should address the medium to long-term needs of all our Schools and Units and promote interdisciplinary. Examples of funding partnerships that could be developed include but are not limited to: UKRI (UKRPIF), Woolfson, Wellcome Trust for example, and more generally with businesses, enterprise and commerce.</p>	PVC for Research and Enterprise and Director of EFM	September 2023-5
<p>2. Work closely and collaboratively with the School of Life Sciences to evaluate options for any new research building, and also consider the most efficient and effective use of funding to meet the needs of Life Sciences. Plans for Life Sciences research facilities to be considered once the Integrated Planning and Finance Process has been completed and School plans are agreed. As a minimum, the phased improvement, refurbishment and consolidation of key research facilities should be planned across the university, including the refurbishment of the science estate.</p>	PVC Research and Enterprise; Head of School of Life Sciences; and Director of EFM	November 2019
<p>3. Develop an options appraisal for the Biomedical Research Unit (formerly the Ancillary Unit), that considers the option to either rebuild the Unit as a new stand-alone building, or situate it within a fit-for-purpose building. Consideration should be given to the outcomes from the Life Sciences review.</p>	PVC Research and Enterprise and Director of EFM	November 2019
<p>4. Conduct a review of the research facilities and space needs of all academic units (including research centres), leading to options appraisal and a roadmap for refurbishments and potential new builds to enhance research excellence.</p> <p>Ensure all new or refurbished areas are flexible by design and include infrastructure requirements to accommodate the changing research environment. This will ensure sustainability of investment and consider environmental sustainability wherever possible.</p>	PVC for Research and Enterprise and Director of EFM	July 2020
<p>5. Develop a philanthropy strategy that will secure financial support from Sussex alumni and other 'Friends of Sussex' to support our research ambition. Fundraising could be targeted as specific campaigns to support new equipment, refurbishment (of research areas and labs) and new buildings.</p>	PVC Research and Enterprise and Director of EFM	September 2025

AIM 3: A campus for all: Ensure the estate is fully accessible for all our staff, students and local communities.

Key actions to be taken to deliver Aim 3	By whom?	By when?
1. Develop a sense of pride in the Estate, maximising cultural assets alongside a strategy to welcome staff, students and visitors onto campus. Making the estate open and attractive to the local community and business.	Director of EFM	Phased Summer 2019-Summer 2021
2. Implement the Accessible Sussex Strategy. Our goal will be to ensure we are inclusive by dismantling borders and creating opportunities. We will prioritise and promote accessibility for all, and ensure all new projects are accessible by design. All non-project type work will adhere to these same core principles	DPVC for EDI and Director of EFM.	Ongoing
3. Safety on campus: Take a 'safe everywhere' approach to ensure the Estate is a safe and welcoming environment for students, staff and visitors. Design and implement robust plans that ensure appropriate flow of pedestrians, cyclists and vehicles to minimise clash/conflict of interest .	Director of EFM	
4. Digital by default: Embed sustainable design principles that incorporate the use of 'smart' technologies to support the attraction, engagement and safety of students and staff will be a prerequisite for all new builds and/or refurbishments.	Director of ITS	
5. Health and Wellbeing: Use the Estate to build connectivity and stimulate wellbeing through ensuring conducive positive environments exist throughout all learning and living spaces.	Director of EFM and Director for the Student Experience	

AIM 4: Sustainable Sussex: Place sustainability at the centre of our developments, ensuring the estate contributes positively to the Universities strategic goals.

Key actions to be taken to deliver Aim 4 [note – to be developed post review by VC as Chair of Sustainability Committee]	By whom?	By when?
1. Develop an environmental sustainability and carbon reduction strategy. Introduce a comprehensive engagement programme and initiatives to influence and change staff and student user behaviours.	Director of EFM and Sustainability Committee	November 2019

2. Total life costs of buildings: Develop a strategic approach to estates investment, incorporating a condition survey and compliance review. Any Estates investment to consider environmental impacts and improvements.	Director of EFM	January 2020
3. Travel Strategy: Ensure regular and effective updates of the travel plan to ensure it remains fit for purpose and reflects changing behaviours. Explore the adoption of a car free campus approach incentivising sustainable methods of travel to campus for all, with car parks restricted to the perimeter of campus.	Sustainability Committee	Ongoing
4. Develop the Estate to encourage efficient use of space to promote and facilitate, financial and environmental sustainability. Sustainable procurement will be developed including use of local supply chain.	Sustainability Committee	September 2020
5. All new building will meet current best practice environmental and procurement standards, such as SKA and BREEAM.	Sustainability Committee	April 2020

AIM 5: Build on strengths: Utilise our estate for the maximum benefit of all of those who work, study, visit and live on campus.

Key actions to be taken to deliver Aim 5	By whom?	By when?
1. Develop a catering and retail strategy which will provide high quality and commercially sound facilities that meet the needs of, and exceed expectations from, our current and future community of staff, students and visitors.. Facilities will be efficient, innovative and market leading providing flexible spaces that can facilitate both group and individual study. Improved and coordinated approach to summer activities at Sussex	Director of EFM	September 2019-2021
2. Develop a plan to optimise space use, through the review and implementation of space standards. Seek efficiencies through innovation and integration of technologies and working practices.	Director of EFM	January 2020
3. Services delivery: Build upon our existing partnerships, and continue to review and secure opportunities to improve and enhance service delivery. Using the drivers of service quality and value for money, Ensure all current contracts are delivering to these criteria and remain in the best interests of the University prior to any proposed renewal or extension. Strengthen contract, vendor management and project governance. Ensure all environmental and/or sustainability impacts are considered and included in all change/project works.	Director of EFM	Ongoing

4. Compliance: Through a robust University-wide approach to compliance, ensure there is a safe environment for all students, staff and visitors. Work closely with colleagues in Schools and Directorates to effectively and positively change the culture of safety at Sussex. Build on the new structures, policies and procedures through genuine and effective partnerships between all stakeholders. Engender and facilitate a culture of awareness and compliance	Director of EFM and Head of Health and safety	Ongoing
5. Phased Refurbishment of spaces, following development of programme and investment strategy linked to the recent condition survey and statutory compliance review.	Director of EFM	November 2019

The broader benefits of this strategy are:

Learn to Transform

There will be a comprehensive alignment between the Estates and the IT Strategy, with a commitment to close collaboration. This will ensure that positive outcomes for Learn to Transform are embedded and integrated from inception, through delivery and into operation.

The closely aligned and collaborative approach to the EFM and IT strategies, must lead to developing an integrated methodology to all projects, thus delivering optimal outcomes in terms of space efficiencies, value for money, future proofing etc. This must provide seamless way forward which will enhance customer satisfaction.

Research with Impact

The University estate is an essential enabler for the world class research that takes place across Schools within the University of Sussex. Core facilities to support research (eg Biomedical Research Unit) need to be of a high quality and located to reflect efficiency and adjacencies.

Engage for Change

The Estate of the future should be an inspirational and enhanced environment to foster collaboration and engagement both across the university, and also with external partners and collaborators. Our campus and facilities will provide a front door to the world that Sussex can be proud of.

Build on Strengths

Maximise the heritage that is the Basil Spence estate and ensure future developments align with or compliment/sympathetically challenge the core Spence design principles. All new build and refurbishment projects should deliver spaces which not only demonstrate they are fit for purpose and value for money, but also enhance the teaching, learning, research and social life of our university community.

For this “Building for the Next Generation” strategy to be delivered effectively, the following also need to be in place:

1. Significant investment is required in the Estate.
2. Understanding that not all the changes can be delivered concurrently, and therefore there will be a prioritisation of work .
3. Meaningful communications and stakeholder engagement to drive change.
4. Alignment, through all strategies, with the University priorities set out in Sussex 2025.
5. Underlying road map must be informed by developed masterplans and holistic overview of school strategies.
6. Alignment of Estates and ITS strategies and Roadmap, to ensure maximum efficiencies and value for money.
7. Options appraisals must ensure flexibility, value for money and the greatest impact on student experience.

What would stop us being able to deliver this strategy (key risks to its implementation)?

1. Reduction in available funding to deliver agreed priorities.
2. Lack of alignment across all University and School strategies.
3. Unforeseen impacts of external influences
4. Large fall in student demand through loss of ranking and poor TEF / NSS / REF.
5. Lack of appropriate decant facilities and space causing gridlock with moves and developments on campus.
6. Low level of engagement within the University community to the strategy.
7. Effective communication of changes to other strategies, which impact the ability or requirement to deliver agreed works.
8. Ineffective management of cultural change, could result in deliverables being out of step with expectations.

How will this strategy help us mitigate the following key institutional risks (taken from the current Institutional Risk Register)?

<p>The referendum decision to exit the European Union negatively impacts on student recruitment, research income and the recruitment/retention of high calibre academic staff</p>	<ul style="list-style-type: none"> • Improving the estate will be a key differentiator from other HEIs and ensure continued student attraction to Sussex. • Contributing to a compelling offer to prospective students and staff and supporting research growth • Helping to make the University a vibrant, exciting and attractive place to work.
<p>Industrial action (national) by staff disrupts teaching/assessment, compromising education and the student experience, resulting in complaints and claims for compensation</p>	<ul style="list-style-type: none"> • Providing facilities and environments that fully support flexible working. • Increasing resilience and ensure that basic infrastructure, maintenance, and services are in fit for purpose.

Failure to meet the requirements of the Teaching Excellence Framework negatively impacts both the reputation of the University (and hence numbers of staff/students wishing to come to Sussex) and its ability to link the fees it charges to inflation	<ul style="list-style-type: none"> • Providing facilities of the right quantity and quality to ensure that the University can meet TEF targets.
The University's failure to adequately respond to an increasingly competitive, diverse and changing environment/marketplace leads to falling reputation and attractiveness of the institution to both staff and students	<ul style="list-style-type: none"> • Providing facilities that will match the best in the sector. • Supporting changing pedagogies and approaches to education and research.
A failure to maintain both the quality of students and/or their experience as a result of growth over the past three years	<ul style="list-style-type: none"> • Ensuring the effective, open and honest responses to issues raised by students, that relate to the quality of facilities and campus environment.
Failure to recruit, develop and retain talented staff materially impacts the University's ability to deliver world-class teaching and research	<ul style="list-style-type: none"> • Ensuring working environments are fit for purpose and are of high quality.
Equality, Diversity and Inclusion analysis:	
<p>The Estates Strategy will seek to align as closely and possible with the EDI policy of the University in order to ensure a campus that provides equal opportunities to all, to access all of our facilities.</p> <p>Effective engagement with Equality and Diversity Champions will occur to ensure mutual objectives are met and pragmatic solutions found, for the delivery of agreed works.</p> <p>The topography of the University Estate is challenging. The Estates Strategy and Roadmap will aim to overcome current issues through a phased programme of work and improvements</p>	